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ABSTRACT

This instructor guide for a unit on selling in the PACE (Program for Acquiring Competence in Entrepreneurship) curriculum includes the full text of the student module and lesson plans, instructional suggestions, and other teacher resources. The competencies that are incorporated into this module are at Level 1 of learning--understanding the creation and operation of a business. Included in the instructor's guide are the following: unit objectives, guidelines for using PACE, lists of teaching suggestions for each unit objective/subobjective, model assessment responses, and overview of the three levels of the PACE program. The student module includes the following: specific objectives, questions supporting the objectives, complete content in the form of answers to the questions, case studies, individual activities, group activities, discussion questions, assessment questions, and list of 13 references. Model assessment responses are provided in the instructor materials. These four objectives are addressed: discuss the concept of selling; examine the role of selling in small business; describe the selling process; and identify the characteristics of a successful salesperson. (YLB)

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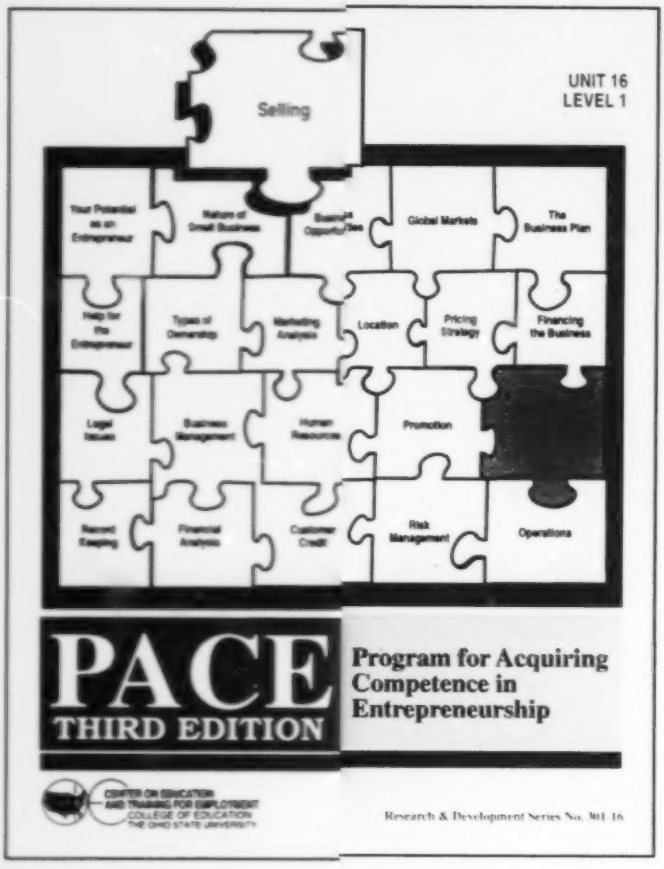

INSTRUCTOR GUIDE

Unit 16

Selling

Level 1

HOW TO USE PACE

- Use the objectives as a pretest. If a student is able to meet the objectives, ask him or her to read and respond to the assessment questions in the back of the module.
- Duplicate the glossary from the *Resource Guide* to use as a handout.
- Use the teaching outlines provided in the *Instructor Guide* for assistance in focusing your teaching delivery. The left side of each outline page lists objectives with the corresponding headings (margin questions) from the unit. Space is provided for you to add your own suggestions. Try to increase student involvement in as many ways as possible to foster an interactive learning process.
- When your students are ready to do the *Activities*, assist them in selecting those that you feel would be the most beneficial to their growth in entrepreneurship.
- Assess your students on the unit content when they indicate they are ready. You may choose written or verbal assessments according to the situation. Model responses are provided for each module of each unit. While these are suggested responses, others may be equally valid.

Objectives:

- Discuss the concept of selling.
- Examine the role of selling in small business.
- Describe the selling process.
- Identify the characteristics of a successful salesperson.

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Objectives	Teaching Suggestions
1. DISCUSS THE CONCEPT OF SELLING	
What is the concept of selling?	Begin the discussion by asking the students questions related to entrepreneurial goals. The idea of being in business to make a profit will naturally lead the discussion towards the importance of selling. Next, define the concepts of counselor selling, service after sale, and center of influence. The discussion could center on the communication aspect of selling.
2. EXAMINE THE ROLE OF SELLING IN SMALL BUSINESS	
What is the role of selling in small business?	Discuss the macroeconomic role of selling in small business. Explain the role of selling in creating employment for the sales workforce, creating product utility, promoting competition, and creating desire for products that satisfy customer's needs. Introduce the concept of prospecting by creating a role-play situation.
3. DESCRIBE THE SELLING PROCESS	
What is the selling process?	Ask the students to explain their understanding of the selling process. Use a chalkboard or overhead to list students' ideas. Ensure the students understand the logic behind the steps in the selling process (creating relationships with customers, identifying customers' needs, suggesting solutions to customer needs, closing the sale, and reaffirming the customer-seller relationships).
4. IDENTIFY THE CHARACTERISTICS OF A SUCCESSFUL SALESPERSON	
What are the characteristics of successful salespeople?	Invite a local entrepreneur to talk about characteristics necessary to sell successfully. Ask the entrepreneur to explain how these traits and characteristics have impacted his/her own experience.

MODEL ASSESSMENT RESPONSES

1. A complete answer should include: creating employment for the salesperson, creating product utility, promoting competition, creating desire for products to satisfy customer's needs. Ultimately, selling creates revenue, which is the main component of profits. Sales revenue generated in small business is an important component of the gross national product.

2. The selling process can be divided into five steps: (1) creating relationships with customers, (2) identifying customers' needs, (3) suggesting solutions to customer needs, (4) closing the sale, and (5) reaffirming the customer-seller relationship.

   Creating relationships with customers includes prospecting among new and existing customers. Prospecting means making contacts through personal acquaintances, survey of customer base in an area, cold calling, and trying to persuade existing customers to buy more of your product.

   Identifying customer needs is also referred to as a needs analysis. To produce a quality needs analysis, the salesperson must listen carefully to the customers to learn what will best satisfy their needs. A salesperson can learn important buying signals from both verbal cues and nonverbal body language.

   Suggesting solutions to customer needs means that the salesperson should offer the client choices tailored to their needs. The number of choices should be limited in order to avoid confusing the client. Then, the salesperson should focus customer's attention on features that benefit the product.

   Closing the sale occurs when the salesperson influences a positive buying decision (i.e., the customer is persuaded to buy the product).

   Reaffirming the customer-seller relationship is often referred to as sales follow-up. Follow-up involves maintaining an ongoing quality relationship with the client. This step provides also a good opportunity to sell additional product by using suggestive selling.

3. Some of the characteristics of successful salespeople include: pride, dependability, initiative, honesty, a good personality, effective communication skills, and thorough product knowledge.

   Pride is associated with the salesperson's satisfaction in fulfilling the customer's needs.

   Dependability refers to the salesperson's ability to locate the proper product, deliver the goods, respond to the customer's questions, and maintain good relationships with the client.

   Initiative, enthusiasm, and ambition distinguish an effective salesperson from an order-taker.

   Honesty will help the salesperson build a good reputation in the community.

   A good personality is reflected by the salesperson's overall appearance, dress, speech, emotions, body language, and actions.

   Effective communication skills are the cornerstone of the selling process. The salesperson must be able to initiate and maintain effective conversation.

   Product knowledge refers to the salesperson's understanding of the features and benefits of the product, and to the ability to explain them to the prospect or customer.

PACE
THIRD EDITION

Program for Acquiring Competence in Entrepreneurship

Incorporates the needed competencies for creating and operating a small business at three levels of learning, with experiences and outcomes becoming progressively more advanced.

Level 1 — Understanding the creation and operation of a business.
Level 2 — Planning for a business in your future.
Level 3 — Starting and managing your own business.

Self-contained **Student Modules** include: specific objectives, questions supporting the objectives, complete content in form of answers to the questions, case studies, individual activities, group activities, module assessment references. **Instructor Guides** include the full text of each student module and lesson plans, instructional suggestions, and other resources. **PACE, Third Edition, Resource Guide** includes teaching strategies, references, glossary of terms, and a directory of entrepreneurship assistance organizations.

For information on PACE or to order, contact the Publications Department at the
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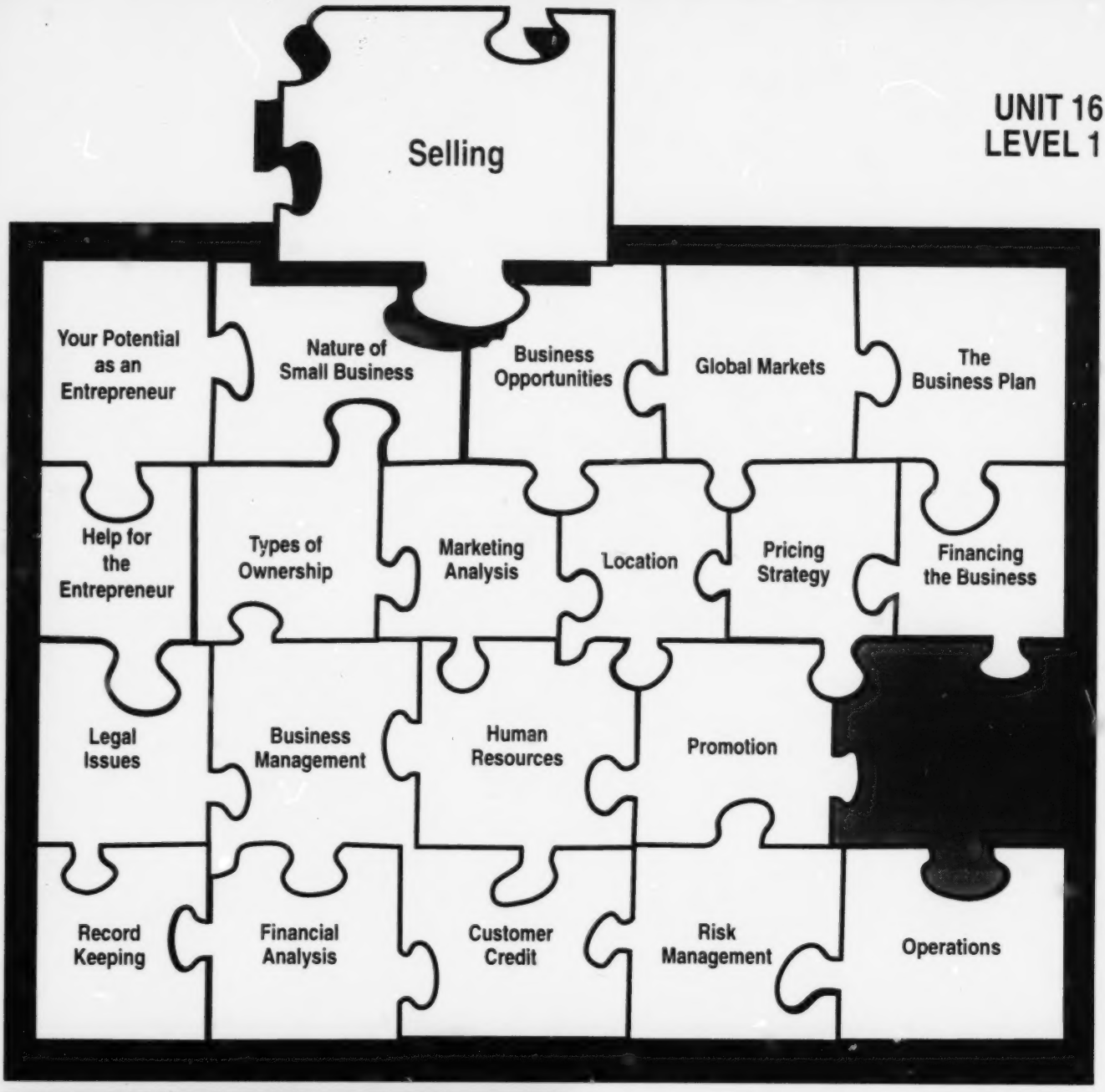
UNIT 16
LEVEL 1



PACE
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Program for Acquiring Competence in Entrepreneurship

CENTER ON EDUCATION AND TRAINING FOR EMPLOYMENT
COLLEGE OF EDUCATION
THE OHIO STATE UNIVERSITY

Research & Development Series No. 301-16

SELLING

BEFORE YOU BEGIN . . .

1. Consult the *Resource Guide* for instructions if this is your first PACE unit.

2. Read What are the Objectives for this Unit on the following page. If you think you can meet these objectives now, consult your instructor.

3. Look for these business terms as you read this unit. If you need help with the meanings, ask your instructor for a copy of the PACE Glossary contained in the *Resource Guide*.

   Buying cue
   Center of influence
   Closing a sale
   Counselor selling
   Needs analysis
   Proactive
   Product utility
   Prospect(ing)
   Referral
   Sales follow-up
   Salesperson
   Service after sale
   Suggestive selling

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SELLING

WHAT ARE THE OBJECTIVES FOR THIS UNIT?

Upon completion of this unit you will be able to—

- discuss the concept of selling,
- examine the role of selling in small business,
- describe the selling process, and
- identify the characteristics of a successful salesperson.

WHAT IS THIS UNIT ABOUT?

At some level just about every business sells a product or service. This unit defines and explains the concept of selling. The role of selling in small business is examined from the perspective of the selling process. Characteristics of successful salespersons are also identified.

Successful selling means attracting new customers as well as continuing to serve old customers. Successful businesses do not underestimate the need for using efficient selling techniques. An important ingredient in the successful retail or service business is good selling. Without it, many sales may be lost to competitors—sales that may mean the difference between success and failure of a business.

WHAT IS THE CONCEPT OF SELLING?

Selling is the art of communicating effectively with people—explaining how a product or service will benefit the customer. It also involves assisting the customer in making wise buying decisions. Selling is a complex process that varies according to the industry, product, or customer. There is no one right or perfect way to sell a product or service.

The American Marketing Association defines selling as "the personal or impersonal process of satisfying and persuading a prospective customer to buy a commodity or service, or to act favorably on an idea that has commercial significance to the seller." In simple terms, selling is helping customers

make decisions. *Counselor selling* is the process of helping customers fulfill their needs in a face-to-face situation. In fact, effective selling is actually a service to customers. Selling has to be responsive to the needs and wants of consumers. A *counselor salesperson* will go to great lengths to ensure the sales presentation is a two-way communication that addresses specific requirements of the client or customer. Selling is planned and personalized communication designed to influence customer buying decisions, and to determine the appropriate follow-up service plan.

Modern sales companies must be service-oriented. The concept of *service after the sale* is often of equal or greater value than the initial sale. A quality service policy will increase the likelihood of repeat and referral business. A satisfied and well-serviced customer will not hesitate to *refer* the business of friends and associates to a caring, empathetic salesperson. Each new customer becomes a *center of influence* on which to expand the sales network.

Salespeople need to have the interpersonal skills necessary to help make purchasing decisions. People often dislike making decisions. Even if the decision to buy is in their best interest, there is frequently hesitation.

Salespeople need to be prepared. Selling is based on the organization of facts and presenting the information in an understandable and appealing fashion. This is best achieved when the salesperson understands, and more importantly, listens to, the needs and concerns of the potential buyer.

WHAT IS THE ROLE OF SELLING IN SMALL BUSINESS?

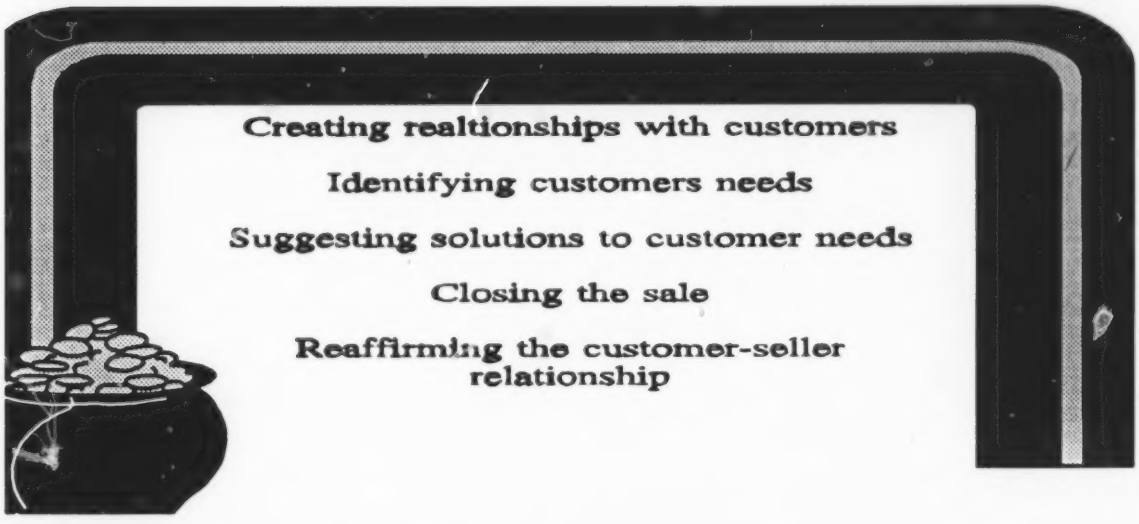
Selling keeps our economy moving. It keeps the economic cycle moving by the manufacture and sale of goods and services. Without selling and salespeople, business would grind to a halt. Selling creates employment for the salesperson, the delivery person, and the manufacturer. Selling also adds *utility* (value) to a product or service by helping customers determine needs. Another important role of selling is that it promotes competition and creates desire for products.

Satisfying customers is the ultimate goal of a business and will reflect upon a firm's profit. This is done by developing effective selling techniques. Good sales techniques help educate a *prospect* about his or her need for a product or service. Acting as "customer adviser" the salesperson can help determine how the customer's needs can best be met.

The sales function relates most directly to small businesses. Businesses like appliance repair, hair salons, insurance agents, and lawn service, all have to *sell* everyday. Service industry sales, which are dominated by small business, are the fastest growing industries. Selling, whether products or services, creates jobs at many levels. Everything in today's market must be sold. Few products or services move from the producer to the final user without personal, face-to-face selling. Whether or not a business is successful is determined by profit and loss. The end result is simple: for a business to succeed it must sell.

Even when the purchase is made from an automatic vending machine, a salesperson has usually played an important role. They may advise the business owner on the placement of the vending machine and the assortment. The owner of the potential outlet for the machine must be convinced that it will be an asset to his or her business.

ing out possible customers. Prospecting can be divided into two areas: new customer and current customer prospecting. Finding new customers and creating good relationships based on trust might include making contacts through personal acquaintances, survey of customer base in a geographic area, and other methods. Regular customer prospecting also involves contacting current customers to try and sell more or different



WHAT IS THE SELLING PROCESS?

Although not intended to be rigidly followed step-by-step the selling process can be divided into five steps:

Creating relationships with customers

The first step in the selling process includes many areas. First, there is prospecting to develop a potential customer base. *Prospecting* involves being aggressive and seek-

goods.

Once the contact or relationship is established, the salesperson must develop a feeling of trust and present himself or herself as a knowledgeable, helpful assistant to the prospective customer. Listening carefully will show your customer that you care. This will nurture and expand their trust and loyalty.

Identifying customers' needs

The next step is to identify the needs and/or wants of the customer. This process is often referred to as a *needs analysis*. The salesperson is responsible for trying to find the

product or service that will best accommodate the customer. Through active listening and the use of probing questions, the effective salesperson can help the prospective buyer make a good buying decision. Remember, generally people *like* to buy but don't like to be sold. The prospective customer should play an active role in the selling process.

It is also important to observe the prospect's reactions. The nonverbal body language displayed by the prospect will serve as *buying cues* to the observant salesperson. It is vital to study this body language the customer uses both before and during a sales situation. Through listening, questioning, and observing customer reactions, the salesperson should be able to recommend specific products or services that meet the precise needs of the customer.

Suggesting solutions to customer needs

Now that the salesperson has an idea of the wants and needs of the customer, he or she can present different product lines or service offerings. At this point, *features and benefits* selling is important. People buy because of the benefits they gain from a product/service, not because of the individual features of a product or service. The features must be outlined but only if attached to the *benefit* the customer will experience. For example, a customer will hire a landscaping service company not for the quality of the equipment, but for the beautiful appearance of the grounds after the service is rendered. This is why it is important to determine specifically what the prospect expects.

Limiting the number of choices or solutions is very important. If too many items or services are offered, the customer may become confused and will not be able to make a choice at all.

Closing the sale

In a true sales situation the only sure way to get an order is to *ask for it!* This may sound easy, but many sales have been lost simply by failing to ask for the order. Closing a sale can be easy if the salesperson offers a service, gives a choice, or offers an incentive that is on target for the buyer. The close is the culmination of a salesperson's efforts to find the right product/service for the buyer *and* persuade the prospect that he or she should buy from *you* and not from your competition.

There are as many ways to close a sale as there are customers. One example is the "Puppy Dog Close." This close involves letting a prospect take a product home for a free trial. If it is a purchase that the prospect truly wanted to make anyway, he or she will seldom return the product at the end of the "no obligation, free trial."

Reaffirming the customer-seller relationship

This step is often referred to as *sales follow-up.* Follow-up may involve checking on anything that may have been promised to the customer or just a simple call back to say "thank you." This attention to the customer or client will create positive feelings, and lay the groundwork for future sales.

At this point in the selling process, *suggestive selling* can be introduced to increase sales and improve customer relations. Point out to the customer that by purchasing additional services or products now, they can save time. Often customers forget to buy

complementary products, and appreciate the salespersons reminder. Also, a periodic service call to existing customers builds good business relationships. This may lead to future sales.

customers respond by continuing to buy, and by referring new business to the salesperson. Some of the characteristics of a successful salesperson include the following:

WHAT ARE THE CHARACTERISTICS OF SUCCESSFUL SALESPEOPLE?

Successful salespeople usually possess characteristics that help them in their selling endeavors. Sales achievers have the ability to get along well with people. They have a desire to serve others, and make every effort to satisfy their customers. They are able to tailor their selling techniques to the personalities of the prospective buyers. They respect and treat each customer fairly. The

Pride

Successful salespeople have pride in their work and accomplishments. Serving people by meeting their needs is rewarding and satisfying for the salesperson.

Dependability

Customers will sometimes rely on the salesperson to locate a product, have the goods delivered, and answer questions about an advertised product. Every effort should be made to fulfill customer requests. Dependability is a strong asset.

Initiative, Enthusiasm, and Ambition
Being a good salesperson requires initiative, enthusiasm, and ambition. Selling is very *proactive* and requires drive and ambition from the salesperson. There is a distinct difference between a salesperson and an order-taker. The selling process involves active participation from everyone. Working with customers to fulfill their needs by offering knowledgeable advice and assistance is what selling is all about.

Honesty
It is up to the individual salesperson to build a reputation of forthrightness and reliability. This is most important.

Personality
The effectiveness of your interaction with customers varies because of your personality. A personality that often clashes with customers is not a selling personality. Personality may be defined as "that something which distinguishes one person from another" or "a reflection of inner self." Your overall appearance and dress, your speech, emotions, abilities, and actions make up the sum total of the image or personality you project.

Personality is viewed in three ways. The first is your own impression of your personality. This view may or may not be accurate. The second is the personality you wish to develop. Each successful salesperson continually strives to improve his or her personality. The third view of your personality is the personality you reflect to others. This may be the most difficult view to accept objectively. People tend to see only what they want to see in themselves. This is why honest self-analysis is important. Observation, self-assessment, and the counsel and advice of friends will help you to evaluate and improve your own personality.

Communication skills
This ability comes from experience and knowledge. When approaching prospects, you should be at ease, poised, and confident. You must be able to initiate and maintain conversation effectively, and present yourself and your ideas clearly. In order to speak with confidence, you must know what you want to say and the best way to say it.

To serve customers well, you must also be adaptable. People are frequently unpredictable. You can never be completely sure of what they will ask you or what they will want you to do for them. You should be as prepared to handle various situations smoothly and correctly.

Product knowledge
Although not a personal characteristic, product knowledge is very important for the professional salesperson. Product knowledge will often be the factor that determines a sale. A salesperson can never know enough about their product or service. Included in this category should be *thorough preparation* of sales presentations. Nothing will negatively impress a prospect more than an ill-prepared sales presentation or an apparent lack of knowledge about the product in question. Today's constantly changing business environment demands that the sales force be continually educated about their products, their customers needs, and the market itself. All together, these positive characteristics will greatly increase the probability of success for the salesperson.

Success is all too often measured only by the profit and loss statement. It is important to note that many salespeople report that the nonfinancial rewards, such as self-worth and positive feedback, are just as important.

ACTIVITIES

The following activities are designed to help you apply what you have learned in this unit.

INDIVIDUAL ACTIVITIES

A.

Identify on a sheet of paper at least three individuals that sell a product or service. This individual can be a national spokesperson for a product or a personal acquaintance from the community. List at least five distinctive characteristics or personality traits of this person. For each characteristic state *why* you think it is important to the sales process.

B.

The purpose of this activity is for the learner to become more knowledgeable about the important concept of *prospecting*. Each learner will assume the role of business owner of a local catering company which is trying to increase its market share.

Using the local business directory (Yellow Pages) build a list of at least ten (10) prospects that you feel would be appropriate for the sales staff to call on. Briefly explain how your selections could contribute to the growth of the business or its relationships.

GROUP ACTIVITIES

A.

The purpose of this activity is for the learners to become more knowledgeable about the concept of feature/benefit selling.

As a complete group identify and list ten major household items. Use a chalkboard or flip chart to record the items. Use a separate section of the board or a fresh sheet of flip chart paper for each item chosen. As illustrated, draw a line down the middle under the name of each item and label one column **FEATURES**, the other **BENEFITS**.

Example: **WASHING MACHINE**

FEATURES	BENEFITS
5 water levels	conserves water, saves money.
10 yr. warranty	no out-of-pocket expense for 10 yrs.

B.

Work in teams of four to six. Each group is to select a common product or service and create a sales presentation. Members of each team should be designated as *salesperson* and *prospect(s)*. You may want to check your local or school library for books on selling that may help you structure the

presentation. Feel free to use sales tools such as charts, props, photographs, and so forth. Be creative and be sure to include as many steps of the selling process as possible.

The rest of the team should use the *rating sheet* below to help improve future presentations. Always make comments in a helpful, considerate way.

SALES PRESENTATION RATING SHEET

Name _____ Type of Merchandise Sold _____

	Poor	Fair	Good	Excellent	Judged Points
APPROACH: (Possible Points 10) 1. Alertness (2 pts.) 2. Sincerity (2 pts.) 3. Approached the customer correctly for a selling situation (2 pts.) 4. Used an appropriate greeting (2 pts.) 5. Appearance (2 pts.)	0-1-2	3-4-5	6-7-8	9-10	_____
PRESENTATION: (Possible Points 25) 1. Was presentation clear? (5 pts.) 2. Were benefits shown? (5 pts.) 3. Was customer given an opportunity to talk and ask questions? (5 pts.) 4. Was sufficient merchandise information given? (5 pts.) 5. Was presentation too rapid or too slow? (5 pts.)	0-7	8-14	15-22	23-25	_____
HANDLING OBJECTIONS: (Possible Points 15) 1. Was each objection answered? (5 pts.) 2. Was tact used in handling objections? (5 pts.) 3. Was customer given an opportunity to voice objections? (5 pts.)	2-3-4	6-7-8	10-11-12	13-14-15	_____
VOICE: (Possible Points 20) 1. Was volume too loud or too soft? (5 pts.) 2. Was voice clear? (5 pts.) 3. Was tone varied or monotonous? (5 pts.)	2-3-4	6-7-8	10-11-12	13-14-15	_____
CLOSE: (Possible Points 20) 1. Was close smooth and natural? (10 pts.) 2. Did participant take advantage of opportunities to close? (10 pts.)	1-3-5	6-8-10	11-13-15	16-18-20	_____
SUGGESTION SELLING: (Possible Points 15) 1. Was this a smooth and natural part of the sale? (5 pts.) 2. Did participant select a proper related item to suggest? (5 pts.) 3. Was the timing proper for the suggestion of a related item? (5 pts.)	2-3-4	6-7-8	10-11-12	13-14-15	_____
TOTAL POSSIBLE POINTS 100				TOTAL JUDGED POINTS	_____

CASE STUDY

With the approach of winter in Frostbite Falls, Minnesota, Herman had a need for a new coat. Herman is known about town as being prudent and conservative. He traveled downtown to JUST COATS where the salesperson showed him four different synthetic winter coats, all reasonably priced. Each coat had the features Herman needed, not too expensive, warm, durable, conservative, and practical.

Then, the salesperson showed Herman a full length, leather range coat, and said, "This is the latest style . . . just in from Dubuque. Isn't it beautiful?" Herman tried on the coat, and couldn't stop looking at it in the three way mirror. The salesperson immediately noticed that Herman preferred the leather coat. He also noticed that Herman was distressed by the price which was twice that of the synthetic coats. He told Herman, "You know Herman, you will get a lot of compliments on this coat, and you can wear it many places that these other coats would not be appropriate." Herman bought the coat.

DISCUSSION QUESTIONS

1. How did the salesperson show a sensitivity to Herman's needs?
2. How did the salesperson appeal to Herman's psychological buying motives?
3. What do you think made Herman decide to buy the leather range coat?
4. Do you think Herman will be happy with his choice? Why?

12

ASSESSMENT

Read the following questions to check your knowledge of the topics presented in this unit. When you feel prepared, ask your instructor to assess your competency on them.

1. Discuss why selling is important to every business.

2. Discuss the various steps in the selling process.

3. Define the characteristics of successful salespeople.

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PACE

Unit 1. Your Potential as An Entrepreneur
Unit 2. The Nature of the Small Business
Unit 3. Business Opportunities
Unit 4. Global Markets
Unit 5. The Business Plan
Unit 6. Help for the Entrepreneur
Unit 7. Types of Ownership
Unit 8. Marketing Analysis
Unit 9. Location
Unit 10. Pricing Strategy
Unit 11. Financing the Business
Unit 12. Legal Issues
Unit 13. Business Management
Unit 14. Human Resources
Unit 15. Promotion
⇨ Unit 16. Selling
Unit 17. Record Keeping
Unit 18. Financial Analysis
Unit 19. Customer Credit
Unit 20. Risk Management
Unit 21. Operations
Resource Guide
Instructor's Guide

Units on the above entrepreneurship topics are available at the following levels:

* Level 1 helps you understand the creation and operation of a business
* Level 2 prepares you to plan for a business in your future
* Level 3 guides you in starting and managing your own business